

National Infrastructure Advisory Council (NIAC)

Intelligence Coordination Working Group

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Overview

- Purpose
- Guiding Principle
- Methodology
- Case Studies
- CEO Interviews
- Findings
- Recommendations
- Q&A

Purpose

□ Improve coordination:

- Between private sector owners/operators and
- The Intelligence Community
- To protect critical infrastructures

3

Guiding Principle: Diversity

□ Critical infrastructure sectors have different:

- Needs
- Complexity
- Regulatory environments
- National boundaries
- Organizations

□ “One size fits all” solutions don’t work well

□ Nation benefits by allowing for sector differences

- Architecture approach
- Process-based trust relationships
- Information protection

4

Methodology

- ❑ Big picture
- ❑ Individual issues
- ❑ Case studies
- ❑ CEO interviews
- ❑ Consolidated findings
- ❑ Recommendations

5

Big Picture

- ❑ How can the IC help critical infrastructures?
- ❑ How can critical infrastructures help the IC?
- ❑ “Information Sharing” at the core of the issue

6

Individual Issues

- ❑ Timeliness
- ❑ Requests for Information
- ❑ Classification
- ❑ Handling restrictions
- ❑ Understanding of sector uniqueness
- ❑ Collaborative analysis
- ❑ Existing mechanisms
- ❑ How to ask the right question
- ❑ Who are the decision makers?

7

Case Studies

- August 2003 Blackout
- July 2004 Financial Services Threat Alert
- July 2005 London Bombings
- October 2005 New York Public Transit Threat Alert

8

CEO Interviews

- ❑ AI Berkeley conducted
- ❑ Supported by Staff, Contractors
 - John Tritak
 - John MacGaffin
 - Gail Kaufman
- ❑ Valuable input
 - Executive decisions demand different information than operational level

9

Findings

- ❑ Trusted relationships key to successful information sharing
- ❑ Intelligence analysis often flawed due to lack of critical infrastructure expertise
- ❑ Getting information to the decision makers inconsistent
- ❑ Private sector information sharing mechanisms vary widely
- ❑ Protecting sensitive information vital to building trust
- ❑ No single clearinghouse for information
- ❑ No common process to request or receive information
- ❑ Classifications and inconsistent handling instructions impede information flow

10

Recommendations

- ❑ Develop senior executive information sharing architecture
- ❑ Clarify law: privacy vs. insider threat liability
- ❑ Leverage existing mechanisms
- ❑ Develop national-level information fusion capability
- ❑ Create “Sector Specialist” positions in intelligence agencies
- ❑ Train and develop “Sector Specialists”
- ❑ Develop formal, objective intelligence and information requirements process
- ❑ Standardize markings and handling instructions¹¹

Questions and Answers